



OFFICE OF THE LIBRARIAN

THE LIBRARY marked its 200th birthday by issuing a commemorative stamp and coins, by creating a nationwide project with members of Congress to document their “local legacies,” and by mounting a variety of symposia and exhibitions celebrating the Bicentennial theme of “Libraries, Creativity, Liberty.” The Office of the Librarian was thoroughly involved in every aspect of the planning and execution of the yearlong celebration that honored the work of libraries everywhere.

Security of the staff, collections, and facilities remained the highest priority. In 2000, the Library continued to put in place the Security Enhancement Implementation Plan, approved by the Library’s congressional oversight committees in February 1999 as part of the U.S. Capitol Police Board’s security enhancement plan. In December, the staff successfully tested its computer systems and found 99 mission-critical systems and 292 non-mission-critical systems to be “Y2K compliant.”

For the second year in a row, the Library participated in a congressionally supported Russian Leadership Program that enabled emerging Russian political leaders at all levels of government to gain firsthand exposure to the American free-market economic system. Since the program’s inception, nearly 4,000 participants from eighty-eight of Russia’s eighty-nine regions visited forty-eight

states and the District of Columbia as they met with current and past U.S. presidents, members of Congress, governors, mayors, and civic leaders.

In July, the National Academy of Sciences (NAS) issued a study, which had been commissioned by the Librarian in 1998, to recommend a strategy for the Library to meet the challenges and opportunities of the digital environment in the twenty-first century. The study, *LC21: A Digital Strategy for the Library of Congress*, was conducted by the Computer Science and Telecommunications Board of NAS. The Library immediately began its evaluation of the study's recommendations and will issue a response in fiscal 2001.

CONGRESSIONAL RELATIONS OFFICE

The Congressional Relations Office (CRO) was the primary point of contact between the Library and members of Congress, congressional committees, and congressional staff members for functions other than legislative research.

In fiscal year 2000, the office responded to more than 6,000 congressional inquiries about the Library's holdings, activities, policies, and facilities. CRO also prepared numerous briefings, position papers, fact sheets, and policy analyses for congressional staff members and Library officials on issues and legislation affecting the Library.

In November, CRO launched an online version of its legislative update. In addition to offering brief analyses of and status reports on legislation and congressional events involving the Library, the electronic newsletter links to Web pages providing full-text versions of Library testimony and relevant bills, committee and conference reports, new public laws, and *Congressional Record* statements.

Appropriations. The Library's budget request for fiscal year 2001 totaled \$461.7 million, including authority to spend an additional \$33.6 million in receipts. The Librarian testified on the Library's budget before the House Appropriations Legislative Subcommittee on January 27, 2000, and before the Senate Appropriations Legislative Branch Subcommittee on February 22, 2000 (see also appendix C: The Librarian's Testimony). The appropriations bill was passed in the House on June 22 and in the Senate on July 17. The conference report on the appropriations bill passed in the House on September 14, and at fiscal year's end still awaited action by the Senate. The legislation would provide \$448,454,000 in total appropriations for the Library for fiscal 2001, including authority to spend \$36.1 million in receipts.⁴

4. The Consolidated Appropriations Act, 2001 (Public Law 106-554), signed by the president on December 21, 2000, incorporated the provisions of several acts by reference, including the Legislative Branch Appropriations Act (H.R. 5657) and the Miscellaneous Appropriations Act

Oversight Hearing. The Librarian of Congress testified before the Senate Committee on Rules and Administration on June 27. This was the Library's first oversight hearing since March 1998. The Librarian of Congress testified about the current operations of and the upcoming challenges for the Library, thanked Congress for its sustaining support of the Library throughout the institution's 200-year history, and outlined the Bicentennial activities that the Library had conducted or had planned. The Librarian and Deputy Librarian also updated the committee on issues examined in previous hearings, including security and digital initiatives. Committee members expressed strong support for the Library and offered questions and comments on the breadth of the Library's mission and operations, the involvement of libraries and communities in their states in Bicentennial activities, and the need to maintain the Library's level of service to Congress. Senators urged Chairman Mitch McConnell (R-Ky.) to assist in moving the Library's financial management legislation (S. 2491) through the committee.

Bicentennial Legislation. Before adjourning for spring recess, the House and Senate passed H. Con. Res. 269, honoring the Library of Congress and its staff on the occasion of the Library's Bicentennial. The resolution, introduced by Representative Vernon Ehlers (R-Mich.), commended the Library and its staff on 200 years of outstanding service to Congress and the nation and encouraged the American public to participate in Bicentennial activities. The measure passed in the House on March 28 by a 416–0 vote; the Senate passed the resolution on April 13 by unanimous consent.

Congress also took timely action on H. Con. Res. 279, authorizing the use of the Capitol Grounds for the Library's Bicentennial celebration on April 24. The resolution, introduced by Representative Bob Franks (R-N.J.), was agreed to by voice vote in the House on April 3 and by unanimous consent in the Senate on April 12.

Local Legacies Project. CRO continued to work closely with the Local Legacies project team in the Bicentennial Program Office to bring the project to a successful conclusion. This initiative documented cultural traditions and local observances in congressional districts across the nation. More than three-fourths of Congress (414 members) participated in the effort, registering nearly 1,300 projects. The office participated in all aspects of the project relating to Congress, including developing a strategy to obtain maximum congressional involvement, overseeing mailings and phone bank operations, promoting pub-

(H.R. 5666). H.R. 5666 included a 0.22 percent, across-the-board cut in fiscal 2001 and \$100 million to develop a nationwide collecting strategy and repository for digital material. The result of both acts was a fiscal 2001 appropriation for the Library in the amount of \$547,247,401.

lic events, and ensuring that every participating congressional office was apprised of the project's status. A celebration marking the wrap-up of the Local Legacies project was held in the Great Hall on May 23. The celebration drew more than seventy members of Congress and some 2,000 project participants from around the nation.

Capitol Visitor Center. CRO continued to help coordinate the Library's participation in planning for the proposed Capitol Visitor Center. The Library requested, among other items, the construction of a tunnel linking the Visitor Center and the Thomas Jefferson Building, as well as an auditorium for the Library to use.⁵ The auditorium would allow the Library to share items from its rich audiovisual collections with members of Congress and their constituents. The tunnel would provide a secure, weatherproof passageway between the center and the Thomas Jefferson Building for members of Congress and the public and would offer a protected path for transporting materials from the Library's collections to the center.

Financial Management. By early fiscal 2000, the Library had laid the groundwork for congressional consideration of legislation to establish revolving funds for the Library's fee-based operations. On April 5, Representative Steny Hoyer (D-Md.) introduced H.R. 4180, the Library of Congress Financial Management Act of 2000. On May 1, the Senate companion bill, S. 2491, was introduced by Senator Thad Cochran (R-Miss.). In addition to authorizing no-year revolving funds, the bills included language to update the archaic law governing the Cataloging Distribution Service (CDS) and made changes to ensure continuity on the Library of Congress Trust Fund Board. At the Library's oversight hearing before the Senate Committee on Rules and Administration on June 27, Senator Cochran and Senator Christopher J. Dodd (D-Conn.) spoke strongly in favor of passage of the legislation. Although Congress had not completed action on financial management legislation at year's end, a revised version of the bill (H.R. 5410), which was introduced by Representative William M. Thomas (R-Calif.), chairman of the Committee on House Administration, was still under active consideration.⁶

Sound Recording Preservation. The 106th Congress considered legislation to create a National Sound Recording Preservation program that would be at the Library of Congress and would be modeled on the Library's National Film

5. On October 17, 2000, the Librarian of Congress received notification from the U.S. Capitol Preservation Commission that its members had approved spending up to \$700,000 from the Capitol Preservation Fund to develop design and engineering documents for the tunnel. The final Visitor Center design plan approved by the commission includes an auditorium that would be equipped for exhibitions from the Library's vast audiovisual collections.

6. The bill was signed into law (Public Law 106-481) on November 9, 2000.

Preservation program. On November 6, 1999, Representative Hoyer and Senator John B. Breaux (D-La.) introduced companion bills on sound recording preservation (H.R. 3379 and S. 1927). In a letter of support, the Librarian stated, "The key components of the legislation—a national recording registry, an advisory board bringing together experts in the field, and a fund-raising foundation—have all been reviewed by the staffs of the Library's Motion Picture, Broadcasting, and Recorded Sound Division and the American Folklife Center, as well as our legal staff, and appear to provide the necessary elements of a comprehensive program to ensure the survival, conservation, and increased public availability of America's sound-recording heritage." On July 13, Chairman Thomas and a bipartisan group of cosponsors that included Representative Hoyer introduced a revised version of the legislation as H.R. 4846. The bill passed the House on July 25 and was pending before the Senate at the end of fiscal 2000.⁷

Veterans' Oral History Project Legislation. On September 19, 2000, Representative Ron Kind (D-Wis.) introduced H.R. 5212, the Veterans' Oral History Project Act. The legislation directs the American Folklife Center at the Library to work with interested groups and individuals to establish a program to collect audio and video recordings of personal histories and testimonials of American war veterans and to make them available to the public.⁸

History of the House Awareness and Preservation Act. On June 22, 1999, Representative John B. Larson (D-Conn.) introduced H.R. 2303, the History of the House Awareness and Preservation Act. It passed the House on October 25, 1999. It cleared the Senate four days later and was signed into law on November 11 (Public Law 106-99). The law directs the Library of Congress to create an illustrated narrative history of the House of Representatives and allows the Librarian to appoint a scholarly advisory board to provide guidance to the Library as the work progresses. CRO met with other Library units and the House Administration Committee to develop a list of candidates for the advisory board and to establish a timetable for the project. The board will consist of historians, political scientists, journalists, and current and former members of Congress. CRO will continue to work with the Manuscript Division as it coordinates the first meeting of the advisory board in 2001.

Preservation Binding Waiver. CRO, along with the Office of General Counsel, initiated action to clarify whether the Library may directly procure preservation binding services for its collections. Historically, the Library has pro-

7. The bill was signed into law (Public Law 106-474) on November 9, 2000.

8. H.R. 5212 passed in the House on October 4, 2000, and in the Senate on October 17, 2000. It was signed into law (Public Law 106-380) on October 27, 2000.

cured this service through the Government Printing Office (GPO) under Title 44 of the *United States Code*. With the approval of the Joint Committee on Printing, in fiscal 2000 the Library began to contract directly for much of its binding needs, while allowing GPO to submit proposals to be considered competitively with those of other bidders. This new procedure streamlines the binding process substantially, which is expected to reduce costs. It also allows the Library to assert better quality control in preservation binding.

Proposal to Transfer the National Technical Information Service. Near the end of fiscal 1999, the Department of Commerce announced plans to close the National Technical Information Service and to transfer its collections and functions to the Library of Congress. Members of Library management and staff met with the Department of Commerce about the plan, and CRO staff members also discussed the issue with the staffs of congressional committees and individual members concerned about the effects of the proposal. The Librarian submitted written testimony on the issue for a hearing held by a House subcommittee in fiscal 1999. Then he provided similar written testimony in fiscal 2000 for a hearing held on October 21, 1999, by the Senate Commerce Committee's Subcommittee on Science and Technology. Throughout fiscal 2000, CRO continued to monitor further congressional and executive branch activity in this area, staying in contact with the congressional staff members handling the issue.

Congressional Events. During the year, CRO assisted members in hosting eighty-one events at the Library in the Members Room and other Library facilities. Highlights of these events include the following:

The House congressional leadership hosted several interparliamentary exchange dinners, including the United States and China in the Great Hall on October 14, 1999; the United States and Ireland in the Members Room on June 6, 2000; and the United States and Europe in the Members Room on June 22, 2000.

The House Republican leadership held policy meetings in the Members Room on January 5 and 24–25, 2000, as well as on September 6, 2000.

The Senate Republican Conference and the Senate Democratic Conference held all-day policy meetings in the Members Room on January 27 and February 4, 2000, respectively.

On February 10, House and Senate Democratic members held a joint legislative agenda meeting in the Great Hall. The meeting was attended by a large number of members and by President Clinton.

The House Democratic Caucus held a series of policy meetings in the Members Room on October 26, 1999, and on April 6, April 11, June 20, and July 18, 2000.

The House Republican Conference held a series of meetings for more than 100 district congressional staff members in the Whittall Pavilion, the Members Room, and other Library meeting rooms on June 8–9, 2000.

CRO coordinated congressional participation in a special event held at the Library for the King of Spain on February 24. CRO staff members also participated on the planning team for the Second Annual House Fair, held on April 11, 2000, along with representatives of several other Library divisions and the chief administrative officer of the House. The annual fair provides an opportunity for the Library to share information on its activities and congressional support services with the House staff.

DIVERSITY OFFICE

During fiscal year 2000, the Library of Congress continued to meet its goal of developing and supporting programs to enhance workforce diversity. The Diversity Advisory Council, which is made up of representatives from management, Library staff organizations, and the Library's labor unions, continued to meet monthly to address the Library's diversity issues. The Management Subcommittee assessed the Library's award process and existing diversity initiatives. A contract to establish classroom diversity training for managers and staff members was established. The pilot program of Web-based diversity training, which was tested in 1999, was refined and finalized in 2000. Minutes of the Diversity Advisory Council meetings were posted online by the Outreach Subcommittee.

The Library's second Leadership Development Program began in October 2000. The twelve-month program, supported by a grant from Madison Council Chairman John W. Kluge, was designed to train a cadre of diverse leaders for the library profession. Ten selectees from the Library staff participated in the program, which included seminars, workshops, tours, work assignments, and special projects. During the program, the fellows worked individually and as a group to accomplish projects that were significant to the Library. Those projects included spearheading implementation of the Employee Express Program, which provides Library staff members with online access to certain information within their personnel file, as well as piloting new software to survey Library staff members regarding their plans for purchasing Bicentennial coins. An additional project was issuing a report on the Library's procedures for permissions and rights clearance before using Library materials in publications, in exhibitions, and on the Library's Web site.

OFFICE OF COMMUNICATIONS

The Public Affairs Office supported and advised the Librarian of Congress and his senior managers on media and information matters, worked closely with national and local press on Library events and initiatives, and functioned as the primary liaison between the Library and the magazine, *Civilization*. The public affairs officer continued to serve as acting director of communications throughout fiscal 2000.

During this busy Bicentennial year, the office issued 187 press releases and fielded 3,828 phone calls, including 1,578 press calls. The office also responded to in-person inquiries from more than 400 visitors. During the year, the office compiled more than 3,000 news clippings—a 50 percent increase over the previous year—that featured the Library’s programs and activities, most notably its Bicentennial initiatives. The Public Affairs Office distributed those clippings each week to senior Library officials.

A principal effort of the Public Affairs Office during the year was publicizing the Library’s nationwide Bicentennial commemoration. Since its official launch on October 7, 1997, the Library’s 200th anniversary has been the subject of more than 1,000 newspaper and magazine stories and of hundreds of television and radio programs. A special video news release on the Library’s Bicentennial celebration on April 24 aired on more than fifty-five television stations across the nation, garnering 4 million audience impressions, or roughly eight times the average prime-time audience on CNN. A news release on the Bicentennial written by the Public Affairs Office and distributed by the North American Precis Syndicate was used in 220 newspaper articles in fourteen states, with a combined readership of 8.5 million. A radio news release was broadcast on 131 stations in thirty-seven states with a total audience of 4.7 million.

The Local Legacies project, a cornerstone of the commemoration, accounted for nearly 400 newspaper stories in forty states. A video news release about this grassroots effort to document the nation’s cultural heritage at the turn of the twenty-first century was distributed by satellite and aired eighteen times with a combined audience of 470,000. In New Orleans during the American Library Association (ALA) meeting in June 1999, Dr. Billington announced Louisiana’s participation in the Local Legacies project. The announcement drew extensive coverage throughout the state. Virtually all communities that participated in Local Legacies were the subject of a story in their local newspaper featuring their participation in the Library’s Bicentennial observance.

Plans for the Library’s yearlong birthday party were featured in the *Washington Post* on December 13, 1999, and as a cover story in the *Post*’s “Weekend”

section on April 21. Other major mass-market stories about the Bicentennial ran in *American History*, *American Libraries*, *Associated Press*, *International Herald-Tribune*, *Los Angeles Times*, *Museum News*, *New York Times*, *Roll Call*, *Southern Living*, *USA Today*, *Washington Times*, and most other major-market publications.

The effort to reconstitute Thomas Jefferson's personal library—the nucleus of the Library's collection—was the subject of much media interest. As part of its Bicentennial celebration, the Library undertook the task of reassembling Jefferson's private collection of 6,487 volumes, which had replaced the Library's holdings that were burned by the British during the War of 1812. Three-fifths of Jefferson's collection had been subsequently destroyed in an 1851 fire. The reconstituted collection—now about 90 percent complete—was on public display for the first time as part of the Library's *Thomas Jefferson* exhibition.

On April 24, the Library garnered more press coverage by both print and broadcast media nationwide than on any other day in the institution's history. The Library's celebration was covered extensively by local stations WUSA-TV, WRC-TV, and Newschannel 8, in addition to national outlets CNN, Fox, CBS-TV, and C-SPAN. Even the game show "Jeopardy" joined in, by honoring the Library with a category of its own.

Extensive coverage of the Library's Bicentennial had a "ripple effect," with media interest in the Library at an all-time high throughout the year. On December 16, the Librarian hosted a three-hour live tour of the Manuscript Division stacks with C-SPAN's Brian Lamb. The Manuscript Division and Conservation Division staff fielded questions on the air. This tour was the final program in C-SPAN's series titled *American Presidents: Life Portraits*, which features a number of Library curators discussing the lives of those presidents whose manuscripts, photographs, film, audio tapes, and other items are contained in the Library's Manuscript Division and other custodial divisions. As the nation's largest single repository of presidential materials, including the papers of twenty-three presidents, the Library has been a major resource for the series. The Public Affairs Office made those interviews accessible on the Library's Web site by creating a link to C-SPAN's site.

In addition to his earlier National Public Radio (NPR) interview on March 16 with Frank Stacio, Dr. Billington was interviewed on April 26 by Juan Williams on the nationally broadcast NPR show "Talk of the Nation." ABC's "Good Morning America" covered the opening of the Bob Hope Gallery of American Entertainment on May 9, along with WUSA, WTTG, and CBS's "Sunday Morning." Dr. Billington returned to C-SPAN again on May 12 for

an interview with Brian Lamb. On May 17, "ABC World News Tonight with Peter Jennings" covered the *Wizard of Oz* exhibition.

In June, the Library was featured on NPR five times, including a two-hour broadcast on May 22 of the concert celebrating Stephen Sondheim's seventieth birthday. Early-American manuscript specialist Gerard Gawalt was interviewed about the Declaration of Independence on July 4, and Dr. Billington was interviewed by Mike Cuthbert for "Prime Time Radio" on July 5. On August 4, the "NewsHour with Jim Lehrer" broadcast ran an extensive general feature on the Library; on August 6, CBS's "Sunday Morning" ran a story about Stanley Kunitz, the new poet laureate.

The office continued to be responsible for many aspects of the Library's most popular public face, its World Wide Web site, while producing the Library's two monthly publications, *Library of Congress Information Bulletin (LCIB)* and the *Calendar of Events*, as well as a weekly staff newsletter, the *Gazette*.

The Public Affairs Office continued its leadership role on the Library-wide Internet Operations Group. In an effort to make the Library's Web site more accessible to a wider audience, the Public Affairs staff maintained the Library's home page and enhanced the site's appeal to new users. The Public Affairs Office managed and expanded The Library Today, a daily, magazine-format site that highlights news and events at the Library along with special features of the Library's Web site. Those special features include broadcasts of Bicentennial symposia and other Library events.

With millions of dollars in public service advertising space and creative advice donated by the Advertising Council as part of its Children's Initiative effort, the Library developed and promoted America's Library, a new Web site based on the Library's unparalleled resources and geared to children and families. As a gift to the nation during its Bicentennial year, and in an effort to bridge the "digital divide," the Library launched this new Web site on April 24. By year's end, more than 30 million transactions had been logged on the site. The site is supported by the nonprofit Ad Council through a nationwide public service campaign with the tagline "There's a better way to have fun with history. . . . Log On. Play Around. Learn Something." Through donated space on the Internet, television, and radio, the site had received an estimated \$35,352,900 in free advertising through the end of fiscal 2000.

The office continued to publish the monthly *LCIB* and to make past and current issues accessible on the Library's Web site. *LCIB* reviewed Library events such as concerts, lectures, and symposia; announced new Library publications, such as *America's Library: The Story of the Library of Congress*,

1800–2000; and described new acquisitions, including a private collection of the Ernest Hemingway material, the archives of the Pinkerton Detective Agency, and the maps used by the Marquis de Lafayette.

LCIB also provided extensive coverage of the Library's yearlong Bicentennial celebration. Several issues were devoted to the events of April 24, including the national Bicentennial birthday party and concert, the ceremony honoring more than eighty Living Legends, the issuance of a commemorative stamp and coins, and the launch of the new America's Library Web site. The culmination of the Local Legacies project, which brought thousands of Americans and their congressional representatives to a reception held at the Library on May 23, was also the subject of a cover story. Other cover stories highlighted new exhibitions such as *Thomas Jefferson*, *The Wizard of Oz: An American Fairy Tale*, *John Bull & Uncle Sam: Four Centuries of British-American Relations*, and the opening of the Bob Hope Gallery of American Entertainment. The Bicentennial Background column appeared monthly throughout the year to celebrate the Library's past activities and achievements.

April 2000 marked ten full years of publishing the *Gazette*—a total of 475 issues, produced and delivered on time every week except for Christmas, New Year's, and one week in January 2000 when buildings were closed on press day. During the past year, the *Gazette* produced 47 issues. To reduce printing costs, the number of sixteen-page issues was limited to three; the remaining issues were twelve or fewer pages.

In April the *Gazette's* two-person staff produced two issues of twenty pages each to record the Library's Bicentennial celebration, and they mounted the *Gazette's* first online issue. The April 21 issue alerted the staff to special Bicentennial events on April 24 and featured stories about exhibitions, publications, and special Bicentennial projects, such as Gifts to the Nation, the unveiling of the coin designs, the garden, and a history of Bicentennial planning. The April 28 issue carried reports and thirty-seven photos (shot, processed, and scanned within twenty-four hours) of the April 24 events. That issue also announced the *Gazette's* new Web site, which was developed and implemented with the help of Information Technology Services. The electronic version of the publication is accessible to staff members, including, for the first time, the blind and physically handicapped. By the end of the fiscal year, the Web site included each week's new issue, with its updated, extended (more than three months) calendar and extra color photos; an online archive with eighteen back issues, each created for eventual searchability; and three photo galleries of special events. Work began on archiving a decade of past issues.

Throughout the year, the *Gazette* promoted and reported on symposia; exhi-

bitions; congressional support of the Bicentennial celebration; coin and stamp designs, issuance, and sales; Local Legacies; and a special series on 200 years of staff history. The paper also reported on the progress of the Library's budget through Congress, the Russian Leadership Program, the launch of the integrated library system (ILS), new off-site storage modules being constructed at Fort Meade, the installation of a new phone system, a new reader-registration station, a strategic plan for Human Resources Services, new exhibitions and acquisitions, Y2K readiness, fire safety inspections, digital plans with Spain, a new cleaning service contract with persons who have disabilities, poetry events, opening of the new Bob Hope Gallery of American Entertainment, staff appointments, Town Hall meetings, and—as the year drew to a close—the NAS report.

The Public Affairs Office also administered the Library's special program for the Library of Congress (LOC) Associates (subscribers to *Civilization* magazine). The program involved supervising two part-time employees—funded by the magazine—who greeted more than 1,000 LOC Associates; who set up for them once-a-week, behind-the-scenes tours with exhibition curators and docents; and who responded to their nearly 1,700 telephone calls and letters.

The year was generally marked by a high degree of cooperation between the Library and the magazine. Each issue contained columns by Nicholas von Hoffman about some aspect of the Library or its collections, plus shorter contributions by Library curators. All of the editors spent a day with Library curators in December, and the marketing and advertising staff held a two-day meeting at the Library in April.

The April/May 2000 issue of *Civilization* featured the Library of Congress on the occasion of its Bicentennial, with Dr. Billington as the guest editor. He met several times with the executive editor, Nelson Aldrich Jr., in the months preceding the publication so they could lay out the concept for the main part of the issue on the knowledge age, which included a number of articles by Library staff members on topics such as digital knowledge, folklore, manuscripts, and the printed book. In addition, other writers contributed pieces on the Congressional Research Service (CRS) and copyright. Rounding out the section were short testimonials solicited by the Library from well-known individuals who have used the Library's collections over the years. Also included in the issue were many new photographs of the Library and its staff at work, which were taken by an award-winning New York photographer, Mitch Epstein.

Despite all of the efforts on the part of Worth Publishing in New York and the Library of Congress, the magazine continued to lose money through the

year. In September, the two parties agreed to an amicable separation. The October/November 2000 issue of *Civilization* on world water issues was the last to be published under the licensing agreement between the Library and Civilization LLC. All told, the Library enjoyed a collaborative effort with the magazine for nearly six years.

The Public Affairs Office put into production a new brochure titled *It's More Than a Library*, which tells the public about the Library's broad range of services. Work was under way to translate both *The Thomas Jefferson Building* and *Twenty-Five Questions Most Frequently Asked by Visitors* brochures into Spanish, Russian, and Japanese. Staff information-sharing efforts included dissemination of e-mail broadcast messages and a case-by-case approval of flyers that would be posted in Library buildings and would announce Library events.

DEVELOPMENT OFFICE

During fiscal 2000, the Library's fund-raising activities brought in \$85.7 million representing 1,097 gifts to seventy-six different Library funds. Those gifts included \$5.4 million in cash gifts and \$80.3 million in new pledges, making 2000 the best year ever for gifts received from the private sector. Eighteen new gift and trust funds were established. At year's end, outstanding pledges totaled \$81.5 million.

Private gifts supported a variety of new and continuing programs throughout the Library, including exhibitions, acquisitions, symposia, and an extensive series of Bicentennial events. Major gifts and pledges received during the fiscal year included the following: (1) a combined total of \$10 million toward the purchase of a Hebraic collection, which covered gifts from Jack Friedman, the Richard and Rhoda Goldman Foundation, John Kluge, and the Gruss Lipper Foundation; (2) \$3.7 million in additional gifts from the Starr Foundation and thirty-four other donors for the Henry A. Kissinger Chair in Foreign Policy and International Relations, bringing the total gifts received for the chair to \$4.2 million; (3) \$2 million from an anonymous donor for the acquisition of materials for the American Folklife Center; (4) \$1.5 million from Cary and Ann Maguire to establish the Cary and Ann Maguire Chair in Ethics and American History to research the ethical dimensions of leadership within the United States and the ethical implications of significant issues, events, and movements in American history; and (5) \$1 million each from Charles Durham and Nancy Glanville to support the Edwin L. Cox American Legacy Acquisition Fund, as well as the acquisition of the Kenneth Walker Collection of Architectural Drawings.



The Librarian of Congress and Madison Council Chairman John Kluge discuss the new Kluge Center and Prize at the Library.

Through the Bicentennial Gifts to the Nation program, the Library brought in 241 gifts during fiscal year 2000 totaling \$81.8 million. Those additional gifts bring the total Gifts to the Nation to 315 gifts totaling \$106 million.⁹

The Development Office provided staff support to the James Madison Council, the Library's private-sector advisory and support group. Members of the Madison Council traveled to Spain in October 1999 to visit major archival institutions and to meet with cultural, religious, and political dignitaries in Seville, Córdoba, Toledo, and Madrid. In Seville, members witnessed the signing of a landmark agreement between the Library of Congress and the Colombina Institute to conduct joint projects, including exhibitions, conferences, fellowships, and digitization programs. Other highlights of the trip

included a visit to the Archivos General de Indias in Seville, a visit to the Biblioteca Nacional, a reception at the American Embassy hosted by Ambassador Romero, and a private audience with King Juan Carlos and Queen Sofia in Madrid.

The Madison Council's spring meeting on April 24–25 was held in conjunction with the Library's Bicentennial. The Madison Council Fund provided most of the funding for the Bicentennial programs and celebrations. During fiscal 2000, the Library celebrated the tenth anniversary of the James Madison Council. In ten years, the Madison Council has given \$134.6 million to more than 200 projects. That figure represents 61 percent of the \$222.2 million the Library received in gifts during this period.

At year's end, John W. Kluge, chairman of the Madison Council, made a gift of \$60 million to establish the John W. Kluge Center at the Library of Congress and the John W. Kluge Prize in the Human Sciences. This is the largest monetary gift in the 200-year history of the Library. Funds from this endowment will bring the world's leading thinkers into periods of residence at the Li-

9. As of December 31, 2000, the Gifts to the Nation program resulted in 384 gifts totaling \$109.8 million.

brary on a rotating basis. These scholars in residence will make greater and more consequential use of the world's greatest collection of human knowledge and make the deep wisdom of the world's most important scholars continuously accessible to the world's most important lawmakers. The endowment will also fund an annual award of \$1 million that will fill a notable gap in the Nobel Prizes in the area of the human sciences.

SPECIAL EVENTS AND PUBLIC PROGRAMS

The Library of Congress Bicentennial was the focus of activities and programs in the Office of Special Events and Public Programs (OSEPP) during the year. The office played a major role in the many celebratory events planned throughout the year in observance of this significant anniversary. On April 24, the Library celebrated 200 years of history and accomplishments with the Congress, the public, and the staff. OSEPP supported the stamp and coins ceremonies and sales, the concert on the Capitol grounds, the reception to open the *Jefferson* and the *Wizard of Oz* exhibitions, and the Madison Council meeting. The office also provided support for the May 23 reception for the Local Legacies project, thus welcoming approximately 2,000 project participants from all over the country and their congressional representatives to the Library for tours and a lively Great Hall reception. Other Bicentennial events supported by OSEPP included the "Democracy and the Rule of Law in a Changing World Order" and "Poetry and the American People: Reading, Voice, and Publication in the Nineteenth and Twentieth Centuries" symposia and a staff awards ceremony.

During the year, a number of major corporations and nonprofit organizations and their guests were introduced to the Library's collections and resources through events held at the Library. On each occasion, the OSEPP staff organized Library representation, speakers, docents, and displays, as well as distributed Library publications and other materials. OSEPP continued to serve as the conduit for all inquiries for use of Library facilities by outside organizations and met frequently with events planners to introduce them to the Library's spaces and to discuss guidelines, restrictions, and benefits.

The office arranged 382 events during the year. Major events included *Parade* magazine colloquies with Michael Eisner and Christopher Reeve; three exhibition openings, including the premier exhibition in the new Bob Hope Gallery of American Entertainment; the Bell Atlantic State of the Union reception; and the visit of the King and Queen of Spain.

The office worked closely with the chief of staff and the Facilities Commit-

tee (the general counsel, public affairs officer, development officer, and congressional relations officer) to refine policy guidelines governing the use of Library spaces by outside organizations. During the year, the decision was made to raise the level of contribution for use of the Great Hall by outside organizations for calendar year 2001, and clients were contacted to inform them of this change. The special events officer served as a member of the task force on staff use of Library events spaces, and developed guidelines that were forwarded to the Executive Committee for review and approval. As the year closed, new procedures were developed to further involve OSEPP in coordinating congressional events held in Library spaces.

GENERAL COUNSEL

During the year, the Office of the General Counsel (OGC) operated under its revised organizational structure of four sections: litigation; finance; general law; and library intellectual property, legislation, and regulations. Throughout the year, the OGC continued its coordination with the Library's other legal offices: the Copyright Office, the Law Library, and the American Law Division of the CRS.

In fiscal 2000, the office responded to more than 800 formal requests for legal opinions, in addition to litigating both administrative and court cases. The year began with fourteen court cases. Six new cases were filed during the year, and four cases were dismissed in favor of the Library, leaving sixteen cases pending at the end of the year. This number includes the *Cook* case settlement agreement, which has been in court since February 1982. Working with a magistrate at the Library's suggestion, both sides continued to seek resolution of long-standing issues. Significant progress was made during the year.

The year began with thirty-one administrative cases. Nine new cases were added; fourteen were disposed during the year, leaving twenty-six cases pending at year's end. Of the fourteen cases that were completed, seven were litigated, in which two provided relief for the Library employees; six were settled; and one was withdrawn.

During the year, the OGC took over responsibility for the adjudication of tort claims made against the Library, a task previously handled by the Integrated Support Services. Under the revised regulation, the Office of Investigations assists the OGC in this process. Twelve tort claims were received in fiscal year 2000, and work has been completed on eight.

The office reviewed numerous gift instruments and purchase agreements to add to the Library's collections. Several of these were unusual and complicated,

requiring the Library to use its new authority to enter multiyear contracts. During the year, the OGC reviewed nearly sixty gift instruments, including the following: the papers of the late *Washington Post* editor Meg Greenfield; the papers, photographs, and home movies of A. E. Hotchner, Ernest Hemingway's friend and biographer; the television advertisements of The Coca-Cola Company; the papers, home movies, and sound recordings of Bob and Dolores Hope; the papers of the late presidential adviser and cabinet member Clark Clifford; and the records of the Pinkerton National Detective Agency.

The office continued to assist in various matters relating to the Russian Leadership Program and worked to transform the pilot program into a permanent Center for Russian Leadership Development. The OGC provided advice to the Law Library on a variety of issues relating to the Global Legal Information Network (GLIN), which shares online access to international laws and regulations in the vernacular among participating nations. Working with pro bono counsel, the OGC developed a plan to transform GLIN into a self-sustaining, independent foundation.

The OGC continued to support the National Digital Library (NDL) by providing legal clearance for online collections in multimedia formats. OGC staff members trained NDL staff members to decentralize the rights clearance process for new collections. The office resolved the special copyright issues required to clear the Meeting of Frontiers project for online use. The result of collaboration between the Library and several institutions in Russia, this collection is a bilingual, multimedia digital offering that describes the exploration and settlement of the West, the parallel settlement of Siberia and the Russian Far West, and the meeting of the American-Russian frontier in Alaska and the Pacific Northwest.

As a member of the Internet Operations Group and the Publications Coordinating Committee, the OGC, in consultation with other affected units in the Library, drafted a new legal notices page for the Library's Web site. The new language not only addresses copyright and security matters but also advises members of the public what their privacy rights are and how the Library uses information that individuals provide when seeking assistance. The notice also contains a disclaimer notifying users that—although the Library links to other Web sites—the Library neither vouches for the accuracy of the information nor endorses it. The office also handled a variety of legal questions concerning the Library's newest Web site, America's Library, and drafted the contract with the Ad Council to publicize the new site.

During the year, the office reviewed the Library's procurement of supplies

and services, which had a total award value of more than \$102 million. Working with Contracts and Logistics, the office reviewed, advised on, and approved several hundred contracts for experts and consultants. The OGC also provided legal guidance to the FEDLINK program, including the review and approval of many contracting documents. FEDLINK issued more than 4,000 new contracts for a total contract value of more than \$106 million. The office also worked with the Congressional Relations Office and the Binding and Collections Care Division (BCCD) to negotiate the severance of a relationship requiring BCCD to work through the Government Printing Office to negotiate and administer the Library's contract for binding services. This severance resulted in a 7 percent cost savings to the Library.

The OGC provided advice to the Library's Trust Fund Board, which accepts gifts and oversees the investment of those gifts for the benefit of the Library's collections and services. Specifically, the OGC prepared resolutions for the board's review and was responsible for poll votes and for ratification of resolutions. The office also monitored appointments to the board, coordinated its meetings, and drafted correspondence for the Library relating to board matters. The OGC negotiated and drafted agreements concerning the establishment of the John W. Kluge Center at the Library of Congress, the John W. Kluge Prize in the Human Sciences, the Henry A. Kissinger Chair in Foreign Policy and International Relations, and the Cary and Ann Maguire Chair in Ethics and American History.

The OGC advised Library officials on numerous ethics issues, including outside employment, conflicts of interest, travel, and gift matters. The OGC reviewed 317 financial disclosure forms filed by Library officials in accordance with the Ethics in Government Act (5 U.S.C. Appendix 4, §§ 101 *et seq.*) The act requires review of those financial disclosure forms at the time of hire, once a year, and at the time of termination.

In cooperation with the Federal Library and Information Center Committee (FLICC), the OGC arranged four general counsel forums. More than fifty agencies attended, representing all three branches of government. The first session focused on trademark issues. The second, which was hosted by the National Archives and Records Administration's General Counsel, dealt with the status of electronic records under the Federal Records Act. The third involved guidance on implementing the Electronic Freedom of Information Act Amendments of 1996. The subject of the final session of the year was electronic privacy.

The OGC undertook other Library-wide initiatives during the year. Together with Library Services, it sponsored a leadership development fellow to exam-

ine the Library's current rights clearance process. The fellow met with officials from sixteen units within the Library and consulted with outside experts. The result was a detailed report with twenty recommendations about centralizing and streamlining the procedures the Library uses. Those recommendations will be considered by the Publications Coordinating Committee. A second initiative involved providing tax benefits for Library employees relating to the payment of health insurance premiums. During the year, the president announced that executive branch employees in fiscal year 2001 would be able to pay their premiums with pretax dollars. This arrangement would save employees federal, state, and social security taxes. In cooperation with the Financial Services Directorate and the Office of Human Resources Services, the OGC laid the groundwork for Library employees to be eligible for this benefit and successfully negotiated an agreement with the Office of Personnel Management (OPM) for the Library's implementation of the program.

In keeping with its stated goal of placing all of the Library's regulations online by the end of calendar year 2000, the OGC posted 119 regulations on its Web site, along with copies of recent special announcements.

INSPECTOR GENERAL

Fiscal 2000 was a period of transition for the Office of the Inspector General (OIG). Library of Congress Regulation 1519-6 became effective October 18, 1999. It called for the office to operate under a new, broad administrative and operational authority similar to a statutory inspector general. The office provided audit, review, and investigative reports; maintained a hotline; acted as a technical adviser to management in areas such as financial management systems and internal controls; participated on Library-wide committees; and reviewed laws and regulations. During the year, the Audit Division issued twenty audit reports.

Under contract with the OIG, the accounting firm of Clifton Gunderson LLC issued a report, dated February 28, 2000, on the Library's fiscal 1999 Consolidated Financial Statements. The report stated that the Library's financial statements were presented fairly in all material respects. For the fourth consecutive year, the Library received an unqualified audit opinion.

The OIG continued to operate a hotline for reporting significant instances of fraud, waste, abuse of authority, and gross mismanagement. During fiscal 2000, thirty-nine hotline requests were received. Nine of those requests were misdirected to the OIG (one was meant for another agency; eight others were for other Library divisions). Of the thirty remaining cases, fifteen cases were re-

ferred, and fifteen remained with the OIG. At year's end, nine cases remained open.

The OIG participated on the Library's Digital Collections Security Group. The goal of this group is to devise a methodology for assessing risk within the digital collections and to develop minimum protective measures that are required for highest-, high-, medium-, and low-risk digital collections. The minimum protective measures were developed to ensure the availability, integrity, and confidentiality of the collections. As of the end of fiscal 2000, threat matrices had been developed, and the committee planned to present those matrices to an independent group within the Library for comment. The OIG also participated in the Library's Computer Security Coordination Group in an advisory capacity. The committee discussed topics such as Internet security, security training for all staff members, incident reporting procedures, and the design of a security Web page.

As part of the Library's continuing efforts to establish baseline measurements for security of the collections, the OIG helped create a sampling methodology. This support was provided to the Collections Management Division (CMD) under two categories. First, the OIG helped CMD generate random samples to select items off the general collection shelves in the stacks. The purpose of this sampling process was to compare the actual information contained on the book to the data contained in the Library's ILS, to identify damaged items, and to bar code items for inventory and security purposes. Second, the shelf lists maintained in the Madison Building were sampled to verify that the data in the shelf list matched that in the ILS.

Six sessions that had been developed in coordination with the OIG and other Library offices provided library management with training in the areas of vulnerability assessment and internal control requirements.

RUSSIAN LEADERSHIP PROGRAM

The Library's Russian Leadership Program (RLP) was authorized by Congress in May 1999 (Public Law 106-31) to bring elected officials and emerging leaders from the Russian Federation to the United States to expose them to American-style democracy at the local level. Legislation to extend the pilot program through fiscal 2000 and to fund it at \$10 million was passed by Congress under the leadership of Senator Ted Stevens (R-Alaska) in November 1999 (Public Law 106-113). The bill was signed into law the same month by the president. At year's end, legislation to fund the program at \$10 million for fiscal 2001 and to authorize a permanent center to house the program in the legislative branch was pending action by the Senate.

Since the program's inception, nearly 4,000 Russian political and civic leaders visited forty-eight states and the District of Columbia. Some 1,600 Russian leaders participated in the program in fiscal 2000. The percentage of female RLP participants increased (from 32 percent in fiscal 1999 to 34 percent in fiscal 2000), as did the percentage of delegates who serve as government officials in Russia (from 56 percent to 71 percent). The visiting delegations were organized by theme to make the program content of the visits as relevant as possible to participants' professional lives. The themes included rule of law; public works; education; public safety and security; banking, financial services, and economic development; executive management and public administration; environment, energy, and natural resources; federalism and representative government; budget issues; agriculture, fisheries, and forestry; and public health.

Twenty-one states hosted RLP parliamentary delegations during the program's second year of operation. The parliamentary delegations that visited the United States under the RLP in 2000 included ninety-two members of the Russian State Duma (nearly 20 percent of its membership), who were hosted by twenty-two members of the U.S. Congress, and fourteen members of the Russian Federation Council, who were hosted by five U.S. governors and three U.S. senators.

A number of outstanding U.S. nonprofit organizations with ties to Russia hosted RLP participants during their stays in local communities. Those with the greatest involvement with the program in fiscal 2000 included the United Methodist Church (through its Russia Initiative), Rotary International, Friendship Force, Meridian International, and the American Foreign Policy Council.

RLP is currently analyzing program evaluations completed by past participants who attended a series of RLP alumni conferences held across Russia in 2000 under the Library's auspices. The first alumni conference, held in Moscow on April 19, was followed by conferences in St. Petersburg, Ekaterinburg, Novosibirsk, Tomsk, Ulan Ude, Rostov-on-the-Don, Samara, Nizhny Novgorod, and Vladivostok.

OFFICE OF SECURITY

The Office of Security continued expanding its operations and programs in fiscal 2000 to enhance the security of the Library's facilities, staff members, visitors, and collections. A major activity consisted of implementing tasks in the Library of Congress Security Enhancement Implementation Plan, approved by the Library's congressional oversight committees in February 1999 as part of the U.S. Capitol Police Board Security Enhancement Plan. The multiyear program for integrated security requirements had an initial appropriation of

\$16,975,000 under the Omnibus Consolidated and Emergency Supplemental Appropriations Act, 1999 (Public Law 105-277). It will strengthen the Library's established minimum standards—as articulated in the Library of Congress Security Plan of October 1997—for entry and perimeter security, police command and control, and related security and law enforcement enhancements to conform with the overall Capitol complex security objectives. The Office of Security worked with the Capitol Police Board, the U.S. Capitol Police, the Architect of the Capitol (AOC), and the Space and Naval Warfare Systems Center. That latter government engineering entity works under an interagency agreement to assist the Library in accomplishing the tasks in the enhancement plan.

During the year, design and implementation of all tasks in the Security Enhancement Implementation Plan remained on schedule. The Library continued to consolidate and upgrade its police communications centers to house a state-of-the-art central security system that will integrate the Library's intrusion-detection and security-monitoring systems. The Library also worked to expand entry and perimeter security to include additional X-ray machines and detection equipment, security upgrades of building entrances, exterior monitoring cameras and lighting, and garage and parking lot safeguards. In fiscal 2000, the Library completed the design phase for those projects and expects to complete tasks involving construction and installation by the end of fiscal 2003. The fiscal 2001 appropriations bill included an additional \$2,341,886 (combined with a reduction of three full-time equivalent positions) to permanently fund the fifty-one additional police personnel initially authorized under Public Law 105-277 and another \$1,874,000 to implement two other tasks in the security enhancement plan.

The Office of Security played a major role in the Library's Y2K planning to ensure that the Library and Capitol Hill complex made a successful transition into the new millennium. In addition to developing a Y2K Business Continuity Contingency Plan addressing the office's security systems and outlining backup systems for critical security systems, the Office of Security coordinated activities with other agencies. The office led a multiagency task force to develop the Critical Incident Command Center that was used by the entire Capitol complex during the Y2K changeover.

The Office of Security collaborated with the Collections Security Oversight Committee (CSOC), chaired by the director of security, to continue improving collections security. The CSOC's four standing subcommittees (Policy and Standards, Operations, Security Awareness, and Resources) continued to un-

dertake new initiatives as they implemented the actions in the Library of Congress Security Plan. In addition to the four cycles established for Library collections (in process, in storage, in use, in transit), a fifth cycle was added to the Security Plan to address collections on exhibition. Other key actions undertaken in fiscal 2000 included developing a digital collections security framework (nearing completion), enhancing procedures for item-level tracking, and developing and reviewing Library of Congress regulations protecting the collections. Those actions involved intensive collaboration with managers and other stakeholders throughout the Library.

During the year, the Office of Security worked closely with the OIG to contract with a vendor to conduct random sampling of the Library's collections to produce credible baselines of theft and mutilation in select divisions. The Office of Security also worked with the Bicentennial Program Office in planning the symposium titled "To Preserve and Protect: The Strategic Stewardship of Cultural Resources," which was scheduled for October 30–31, 2000.

To support collections security, the Office of Security also provided technical assistance in numerous Library divisions, coordinating their activities with the AOC and the Library's Integrated Support Services. Improvements included the following: (1) planning for secure vaults for the Law Library, Geography and Map Division, Prints and Photographs Division, and Music Division; (2) upgrading security controls that protect the Library's most valuable (platinum and gold) collections, to include the Geography and Map Division, Prints and Photographs Division, African and Middle Eastern Division, and Asian Division; (3) installing card reader access controls to protect selected areas in the Law Library, Manuscripts Division, Prints and Photographs Division, and Serial and Government Publications Division; and (4) allocating sixty-one secure book carts and five safes to enhance the protection of high-risk collections in Library Services and the Copyright Office. The Office of Security also planned and installed security controls to protect high-risk collections items displayed on exhibition throughout the fiscal year.

The Office of Security's Protective Services Division worked with the House of Representatives Page School's leadership to plan and implement electronics systems access procedures and duress alarms, enhancing the school's security. Systems now in place provide ready access for the Page School's faculty and students, while denying access to those people with no legitimate reason to visit the school's facilities in the Jefferson Building.

The Protective Services Division focused special attention on the Library's geographically separated facilities, including the Little Scholars Child Develop-

ment Center, the Landover Center Annex, the Suitland Federal Center, and the planned collections storage facility in Fort Meade, Maryland. In fiscal 2000, the office implemented significant upgrades in all four locations: (1) installed additional strategically placed security monitoring cameras and door exit alarms in the child development center; (2) installed improved closed-circuit television coverage to monitor the Landover facility's interior and exterior; (3) in collaboration with the Federal Protective Service, planned and installed interior and exterior alarm systems and new door and window protective measures in Suitland; (4) in collaboration with key stakeholders at the Library, planned for the installation of electronic and physical security controls for new collections storage facilities at Fort Meade, Maryland; and (5) worked with local police and fire departments concerning emergency response procedures.

The Protective Services Division supported the CRS and the Copyright Office in planning and coordinating the installation of additional electronic security controls. The improvements included the installation of electronic access card readers to protect several CRS offices and the installation of a video security recording system in the public service area of copyright records.

The Protective Services Division acquired a state-of-the-art fingerprinting station, which has virtually eliminated rejection of poor-quality fingerprints submitted to the Federal Bureau of Investigation (FBI). Since the new station was installed in May 2000, the Library has processed more than 200 staff members' fingerprints on an error-free basis, greatly enhancing the division's effectiveness and efficiency in serving the Library's staff.

The Library of Congress Police (LC Police) substantially increased operations in fiscal 2000. In February 1999, the LC Police were involved in all aspects of the Security Enhancement Implementation Plan for major physical security improvements. Within the component of the enhancement plan for law enforcement improvements, the Library has been authorized to significantly expand the LC Police force, including hiring an additional forty-six police officers and five administrative support personnel. As of the end of fiscal 2000, all newly authorized police officers had been hired, and three of the five administrative personnel were on board—ahead of the plan's schedule. This major effort involved considerable collaboration with other Library units involved in hiring, medically screening, equipping, and training the new officers.

In addition to those major initiatives, the LC Police provided timely law enforcement support for all other Library functions, including Bicentennial events, special events in the Jefferson Building, and special congressional

events. As in previous years, the LC Police participated in the Law Enforcement Torch Run sponsored by the D.C. Special Olympics and the Downtown Jaycees.

Complementing the LC Police are Library Security Officers (LSOs) provided under the Library's contract with Securiguard Inc. LSOs on duty in the Manuscript Reading Room intercepted the removal of high-risk collections items on thirteen separate occasions. The Office of Security enhanced the LSOs' effectiveness by installing new multiview cameras and video recording equipment in the reading rooms. The LSOs also promptly responded to thirty incidents relating to alarms, damage to property, and similar activities. At Landover, Maryland, LSOs' capability to monitor the facility's interior and exterior was enhanced with implementation of improved closed-circuit television coverage.

The Personnel Security Office managed the Library's background investigations program to determine the suitability of employees, contractors, and volunteers and to determine security clearance eligibility, when required. Efforts in 2000 were concentrated on supporting the police hiring initiative under the Security Enhancement Implementation Plan, which involved an unprecedented number of applicants and vacancies, an accelerated personnel process because of hiring goals and training availability, and enhanced investigative requirements. In addition, the Library's award of a new custodial contract resulted in a substantial increase in contractor background checks and building access determinations. Year-end statistics reflect the demands brought on by these two major initiatives: case openings totaled 749, up 37 percent from fiscal 1999 figures; case closings totaled 737, an increase of 52 percent from last year's numbers. The office proposed administrative action in thirty-five cases, which generally involved issues of material falsification, adverse employment, or criminal history.

The Office of Investigations is responsible for receiving and acting on allegations from various sources when the allegations involve violations of law or regulations that affect Library programs and operations. In August 2000, the office moved from the Madison Building to the Adams Building to provide sufficient accommodations, which included discreet interview space. Year-end statistics showed an increase in office activity: fifty new cases were opened and thirty-seven cases were closed.

The Office of Investigations extended its public awareness and outreach efforts by describing its services in an article published in the *Gazette*, providing technical training on fraud awareness for contract specialists in Contracts

and Logistics Services, and providing guidance to Library managers for resolving disruptive or serious employee misconduct allegations. In some cases, Office of Investigations staff members conducted interviews or obtained statements when circumstances required experienced and training investigators to perform this portion of an administrative investigation.

The Office of Investigations continued to participate in the Library's Computer Security Coordination Group to develop computer security policies and procedures. Investigations staff members also continued their leadership role on a subcommittee that is developing a reporting policy and procedures for computer-related incidents. The special agents in the Office of Investigations are liaisons to the FBI when a computer crime is perpetrated against the Library that requires FBI assistance. When the FBI declines to investigate a computer security offense against the Library, Office of Investigations agents investigate the offense with support from the Library's computer security officer.

PLANNING, MANAGEMENT, AND EVALUATION DIRECTORATE

To promote the planning process, the Planning, Management, and Evaluation Directorate circulated a draft regulation for institutionalizing the integrated Planning, Programming, Budgeting, Executing, and Evaluating System (PPBEES) process. Once the PPBEES regulation is approved, it will commit the Library to the planning process and time line established by the regulation. Through this process, the Library will integrate the planning and budgeting processes, which will allow it to achieve its mission and to demonstrate its ability to manage Library resources effectively and efficiently. During 2000, the Planning, Management, and Evaluation Directorate (PMED) Web site was expanded to include an explanation of the PPBEES process. A time line demonstrating each phase of the PPBEES and an enlarged, specialized bibliography of management resources were added to provide tools and references to aid Library staff members in understanding and implementing the planning process.

During the year, PMED provided assistance in forming the Operations Committee. The Operations Committee, chartered by the Executive Committee during a retreat in November 1999, replaced the Senior Management Reporting Group. The Operations Committee provided the Library's senior programmatic and infrastructure managers with a more focused operation and problem-solving exchange, as well as a forum for information sharing. PMED provided assistance in forming the committee's new decision-making structure using spreadsheet analysis and graphic representations. The Operations Com-

mittee subsumed the Strategic Planning Committee and the function of Library-wide planning. The tasks of publishing the PPBEES regulation and of implementing the planning process according to the time line became the responsibility of the newly formed Operations Committee. PMED is an active member of the Operations Committee and provides analytic and staff support.

Throughout the year, PMED worked closely with the service and support units to develop its Annual Program Performance Plan (AP³). The AP³ establishes the goals that help the Library move toward achieving the strategic priorities and objectives of the strategic plan. The AP³ represents one tool for integrating the Library's operating programs into the budget formulation process and, through the goals and targets of the AP³, for evaluating Library operations in terms of efficiency and effectiveness.

During fiscal 2000, the Library's Management Control Program Committee, with support from PMED, implemented the first stage of a comprehensive review process to evaluate the Library's system of controls. The objective of the Management Control Program is to provide reasonable assurance that (1) obligations and costs comply with applicable law; (2) assets are safeguarded against waste, loss, unauthorized use, or misappropriation; (3) revenues and expenditures are properly accounted for; and (4) program activities are carried out in the most efficient, effective, and economical manner possible. Full implementation of the Management Control Program, covering all financial and nonfinancial program activities, will begin in fiscal 2001.

INFORMATION TECHNOLOGY SERVICES

During fiscal 2000, Information Technology Services (ITS) continued to work to improve congressional and public access to the Library's collections through the innovative application of technology. While maintaining and enhancing production systems and developing new systems, ITS continued to build a technology infrastructure and architecture designed to meet the Library's information technology needs into the twenty-first century.

In December 1999, ITS completed a more than two-year-long project to ensure that the Library's computer systems would function properly at the turn of the century. Working with staff members throughout the Library, the ITS staff successfully led the effort to prepare all ninety-nine mission-critical and 292 non-mission-critical systems for the century change by the end of calendar year 1999. The Library's primary automation and communication systems were also ready for the date change. Significant gains were made in safeguarding the Library's information systems resources, spurred on by a hacking incident on

the Library's THOMAS Web page in January. This incident prompted increased security measures on all servers, as well as a general increase in security awareness. A firewall was fully implemented and monitored to isolate the Library's private network servers from outside intrusion. A virtual private network was implemented to provide encrypted access to the Library's servers and the National Finance Center. Implementation of the Secure Socket Layer provided additional security for the Library's e-mail. Hardware and software were installed at the Senate Computer Center as a first step in implementing a disaster recovery site for THOMAS and the Legislative Information System (LIS).

Major upgrades to the Library's centralized server processor and storage complexes continued to provide a foundation for increasing the Library's processing power and storage capacity to support the National Digital Library program and other server-based applications such as the LIS. During the year, the ITS office fully implemented the Enterprise Storage Network (ESN) that uses a switched fabric architecture. The ESN provides high availability, extended and expanded connectivity, centralized management control, and high performance. The ITS staff continued the conversion of data network connections from Token Ring to Fast Ethernet. At year's end, 1,193 of the faster connections were in place, serving the Library's communication needs. Working with staff members from Lucent Technologies, the ITS staff completed the upgrade of the Library's Voice Communications Switch. The new switch offers increased capacity and new features such as automatic number identification for calls coming from the House of Representatives and the Senate. The ITS staff also provided technical support to the service units in completing the migration from the locally supported Banyan servers to the NT servers that are housed and maintained centrally in ITS.

The ITS office continued to support the LIS, which the Library developed for Congress in collaboration with the House and Senate staff. Support included strengthening the system's technical foundations through new storage networks for added reliability and efficiency, installing a backup server to maintain continuous operations, and planning for a disaster recovery site that is in final testing. The new data exchange system among the House, Senate, Government Printing Office, and the Library was monitored extensively after its introduction last year. Data from earlier Congresses will be converted to make it searchable under the new system.

The Inquiry Status Information System (ISIS 96) continued to track some 500,000 congressional requests received annually by CRS. Working with CRS, the ITS office successfully completed and delivered two new software releases, including the new ISIS Products application and a new version of the Clearing

application. Those enhancements improved users' ability to manage, track, report on, and distribute CRS reports and information packets used by congressional and Library staff members.

Information Technology Services continued to provide technical support to enhance and maintain the CRS imaging system. Since its successful implementation more than a year ago, the new system has resulted in an estimated savings of \$250,000 by eliminating previous contractor-supplied support. In June 2000, ITS and CRS successfully met the deadline for replacing the legacy optical disk system Talaris and QMS printers, which were experiencing routine and costly hardware failure, with new Hewlett Packard networked printers. Users benefited from increased printing capability, significant improvements in reliability, and reductions in maintenance costs.

The office also continued to provide technical support during the implementation and first year of production operation of ILS. ITS staff members performed data analysis, creative problem solving, and implementation of solutions to automate and streamline a wide range of complex production requirements. The ITS staff continued to modify preexisting programs. ITS also created new programs to develop, integrate, test, and perform complex data matching, mapping, and conversions for data imports and exports, including an extensive update of patron information and a sophisticated interface to the Federal Financial System.

Use of the Library's online computer resources continued to increase. At year's end, some 90 million transactions were recorded each month on all of the Library's computer systems—an increase of 10 million transactions per month from fiscal 1999 usage. The public legislative information system known as THOMAS continued to be an enormously popular resource, with nearly 13 million system transactions logged on average each month—up from 10 million monthly transactions in fiscal 1999. Use of the American Memory collections increased by more than 25 percent—from an average of 15 million monthly transactions during fiscal 1999 to 19 million per month during fiscal 2000. America's Library, a new interactive Web site for children and families, was implemented on April 24, 2000, the Library's official Bicentennial. At year's end, the new site had logged more than 30 million transactions since its inception.

Information Technology Services continued to play a crucial role in the Library's expanding presence on the Internet by providing enhanced technical support. In fiscal 2000, ITS staff members mounted nineteen new American history collections and scanned eight new exhibitions to make them available on the Library's Web site. New online exhibitions included *Thomas Jefferson*, *John Bull & Uncle Sam: Four Centuries of British-American Relations*, and *Bob*

Hope and American Variety. The ITS staff also periodically updated the online version of the *American Treasures of the Library of Congress* exhibition to include rotating collection items. The successful installation of a second Phase One FX scanner for the ITS Scanning Center resulted in doubling the center's production scanning capacity. The ITS staff also initially supported the new America's Library Web site until responsibility for hosting the site was transferred to an outside vendor.

Working with the NDL program and Library Services, ITS initiated an effort to design and build a digital asset management system. During this year, a Repository Management Group representing those service units selected six pilot projects from NDL, Library Services, and the Copyright Office. The management group designed an administrative infrastructure to coordinate activities, then created a technical team to develop implementation specifications.

During the year, the ITS office and the Copyright Office continued to build on the "proof-of-design" testing of a physical data model developed for the Copyright Office in 1999. The data model being tested will be used for future copyright automation development; will allow data sharing among the Copyright Office In-Process System (COINS), Copyright Office Public and Interactive Cataloging System (COPICS) application, and the Copyright Office Electronic Registration, Recordation, and Deposit System (CORDS); and will enable a coordinated retrieval system. ITS staff began conducting an intense review of the analysis and design areas of this effort to migrate existing data from the legacy Data General System to a new Copyright Office In-Process System (NCOINS).

FINANCIAL SERVICES

The Financial Services Directorate (FSD) is charged with directing the Library's financial activities, including allotting funds, controlling expenditures, preparing budgets, establishing budgetary and accounting standards, disbursing funds, collecting and investing funds, managing travel, operating the central financial system, and preparing financial reports.

At the start of fiscal 2000, Library of Congress appropriations that were available for obligation totaled \$419,050,000, including authority to spend \$33.1 million in receipts—a net increase of 6.1 percent over fiscal 1999 appropriations. As a result of the Consolidated Omnibus Appropriations Act of 2000 (Public Law 106-113), signed by the president on November 29, an across-the-board spending cut of 0.38 percent reduced the Library's budget to \$417.5 million. The same legislation added \$10 million to the Library's appropriation for the Russian Leadership Program, bringing the total to \$427.5 million.

The Budget Office supported the fiscal 2001 budget process during fiscal 2000. The Library's budget request for fiscal 2001 totaled \$461.7 million, including authority to spend \$33.6 million in receipts. The Budget Office also supported a supplemental increase of \$1,874,000 for the Library's physical security. The conference report on the fiscal 2001 appropriations bill, which would provide \$448,454,000 in total appropriations for the Library, including authority to spend \$36.1 million in receipts, passed the House on September 14. At year's end, it still awaited action by the Senate. The conference action funds (1) the Library's mandatory pay increase, (2) \$7,890,000 and eighty-four permanent full-time equivalent staff members for the Library's Digital Futures program, (3) a permanent mass deacidification program, and (4) part-year operations of the first off-site storage module at Fort Meade, Maryland.¹⁰

The Library continued to improve its multiyear planning and budgeting process, known as PPBEES. A major goal of the system is to link the spending plan with an annual program performance plan. For fiscal 2000, each organizational unit prepared a business plan (which is an integrated spending plan and annual performance plan). That plan outlined how the unit planned to spend authorized funds to accomplish stated goals. The business plan constitutes a contractual commitment between each organizational unit and the Library's Executive Committee.

The Accounting Operations Office continued to meet established performance standards for processing invoices and travel. The standard for invoice processing requires that 75 percent of invoices received for payment be paid within thirty days of receipt of a proper invoice or delivery of the goods or service, whichever is later. For fiscal year 2000, the office performed above that standard, processing 81 percent of invoices within a month. FSD plans to increase the standard to 80 percent in fiscal 2001.

The Financial Reports Office (FRO) prepared five sets of fiscal 1999 financial statements for audit: the Library of Congress Consolidated, the James Madison Council Trust Fund, the National Digital Library Trust Fund, the Cooperative Acquisitions Program Revolving Fund, and the Capitol Preservation Commission. For the fourth consecutive year, the Library's independent accountants, Clifton Gunderson LLC, issued an unqualified "clean" audit

10. The Consolidated Appropriations Act, 2001 (Public Law 106-554), was signed by the president on December 21, 2000. It incorporated the provisions of several acts by reference, including the Legislative Branch Appropriations Act (H.R. 5657) and the Miscellaneous Appropriations Act (H.R. 5666). H.R. 5666 included a 0.22 percent across-the-board cut in fiscal 2001 and \$100 million to develop a nationwide collecting strategy and repository for digital material. The result of both acts was a fiscal 2001 appropriation for the Library in the amount of \$547,247,401.

opinion on the Library's fiscal year 1999 Consolidated Financial Statements. The four other sets of financial statements also received unqualified audit opinions, including the first unqualified audit opinion for the Cooperative Acquisitions Program Revolving Fund.

FRO forwarded quarterly budget execution data to the Department of Treasury through the FACTS II reporting mechanism for the first time in fiscal year 2000. FRO submitted cumulative second- and third-quarter data for the Library, along with cumulative third-quarter data for cross-serviced agencies (the Congressional Budget Office and the Office of Compliance). In prior years, the Library had submitted such data to the U.S. Treasury only on an annual basis, and the Library's voluntary submission of the quarterly data occurred earlier than several other executive branch agencies, for which the submission of the data was a requirement. FRO coordinated the biannual review of the Library's indirect (overhead) cost rates and improved the rate-setting process by implementing additional cost pools and cost drivers to allocate indirect costs to programs. In coordination with the PMED, FRO prepared revised internal control guidance for the agency and held training classes for the Library staff. The new management control program represents a major change from the past as a result of implementing a vulnerability assessment process and expanding the review process to nonfinancial areas.

The Disbursing Office, in conformance with the guidelines established by the Debt Collection Act of 1996, increased payments to recipients by electronic fund transfer (EFT) payments in lieu of paper checks from 96 to 98 percent. The percentage of vendor EFT payments increased from 78 to 88 percent. A considerable reduction was made in over-the-counter cash payments with a corresponding reduction in cash-on-hand amounts held by disbursing, thereby releasing funds held back to the U.S. Treasury.

The Disbursing Office made a considerable effort to improve investment reporting and information for both trust fund(s) managers and the Trust Fund Board Investment Committee to allow both groups to make informed decisions. The Disbursing Office conducted meetings with the majority of the trust fund managers, resulting in the reallocation of more than \$2.3 million of endowment funds from the lower-yielding treasury pools to the Growth and Income pool, which improves compliance with the Trust Fund Board's investment policy. By the end of fiscal 2000, the value of the Growth and Income pool had increased from \$18.9 million to \$26.1 million and had a yearly return on investment of nearly 20 percent.

During fiscal 2000, the Library's central financial system processed 191,062

documents that contained 254,389 lines of transactions. More than half of the lines of transactions (155,282) involved purchase and payment.

A major project at the start of fiscal 2000 was the implementation of an automated interface between the new ILS and the Library's federal financial system (FFS). Another critical project during the first two quarters of fiscal 2000 was ensuring that all financial systems, computers, and printers were functioning properly after the date changed to 2000. With only very minor exceptions, the Library's financial systems operated effectively after the date change.

To improve EFT acceptance and participation, the Financial Systems Office (FSO) automatically notifies vendors when an EFT payment has been made to their bank accounts. Several enhancements to the FFS were implemented, including enhancing security by encrypting passwords and adding a password history file to ensure that users do not reuse passwords. Enhancements also included developing additional quality assurance reports for comparing FFS balances to the procurement desktop (PDT) system balances, installing an automated rather than the previously manual process to reduce budget authority for public receivables, and implementing several enhancements to the cumulative results report.

FSO also modified the Investment Management System (IMS) for refinements in the total return policy and evaluated software packages for replacing outdated PARADOX software used for the IMS and other systems. After selecting Visual Basic, Access, and Crystal Reports, FSO began developing Visual Basic programs to replace the DOS PARADOX programs for the systems that process the overseas and online payment and collection transactions.

During the year, the Disbursing Office, the Budget Office, and the Accounting Operations Office worked toward developing standard operating procedures. Nearly all of the standard operating procedures for the Disbursing Office have been written and reviewed. They will be printed and disseminated early in fiscal 2001. The Budget Office prepared a first draft of its office procedures manual, which is now in review. The Accounting Operations Office has drafted standard operating procedures for six of the ten major areas.

HUMAN RESOURCES SERVICES

During fiscal 2000, Human Resources Services (HRS) made significant strides in redesigning workforce processes and programs and in ensuring effective and efficient service delivery. A five-year strategic plan, supplemented by the results of a major HRS effectiveness survey, established the overall direction of the human resources improvement effort. In response to the strategic plan,

HRS effected immediate process improvements, with particular focus on the hiring process. As the fiscal year closed, HRS and its service unit partners laid the foundation for widespread and dramatic human resources, which were streamlined through several key automation initiatives.

Working in partnership, service units and HRS crafted a five-year strategic plan to ensure the Library's ability to build, develop, manage, and maintain a flexible workforce that is capable of meeting the challenges of the twenty-first century. The plan identified five strategic human resources goals: (1) competing successfully for highly qualified staff; (2) retaining high performers and rewarding excellence and innovation; (3) training and managing staff members to achieve the Library's mission in a changing environment; (4) promoting fairness, equal opportunity, and respect for diversity at all levels and in all parts of the Library; and (5) making personnel administration responsive, efficient, and effective. The plan articulated key projects and performance targets that indicate how those goals will be reached and how the Library will measure success.

The HR21 strategic plan recognized the critical need to recruit and hire highly qualified individuals quickly, efficiently, and within the spirit of merit principles as expressed in law. Toward this end, HRS adopted immediate improvements to ease the administrative burden on service units and selecting officials. These improvements included the following:

- using OPM's Micro-Computer Assisted Rating System to expedite hiring to fill library technician and copyright technician vacancies
- making the Monster.com and OPM Web sites available to service units as sources of advertised jobs
- electronically transmitting draft vacancy announcements to the service units for review
- electronically transmitting final vacancy announcements to the Printing Management Section
- streamlining the process for hiring police officers from posting to referral stages
- establishing blanket purchase agreements to ensure that the Library has a cadre of prequalified, readily available job analysis consultants
- establishing a standing register of available candidates for library technician (deck attendant) positions in the Collections Management Division of Library Services

The improvements resulted in the filling of 275 positions in fiscal 2000, an 18 percent increase from the fiscal 1999 level.

The Labor Management Relations Office played a key role in working with the labor organizations to plan for changes as a result of the human resources strategic plan. The Library concluded master contract negotiations with the Fraternal Order of Police and implemented the contract. Master contract negotiations continued with the Congressional Research Employees Association (CREA) and began with the American Federation of State, County, and Municipal Employees (AFSCME) Locals 2477 and 2910. Library managers and supervisors continue to rely on the advice of employee relations specialists concerning misconduct or performance-based questions. During the year, the Library processed seventeen formal adverse actions, twelve final letters, and three notices of appeal. An alternative discipline pilot was implemented; it allowed managers to impose sanctions other than traditional discipline.

The Library's Workers Compensation Program continued to serve as a model for other federal agencies. Whereas federal agencies overall reported a 6.1 percent increase in charge-back costs, the Library's costs declined by 2 percent over the same period. Seven employees either returned to the active employment rolls or elected to retire during fiscal 2000, resulting in significant Library savings.

The Employee Services Group continued to serve as a resource for managers, supervisors, and staff members in a broad range of services, including the retirements and benefits, employee assistance, interpretive services, awards, recognized employee organizations, new employee orientation, combined federal campaign, and savings bond programs. During the year, the Retirement Benefits Section provided more than 1,300 counseling appointments, processed eighty-five retirements, and implemented a hotline to ensure more efficient client services. The Interpretative Services Program continued to assess and design accommodations for Library-sponsored programs for employees and visitors who are deaf or hard of hearing. The Employee Services Group also successfully coordinated and implemented the Library's participation in the transit fare subsidy program (Metrochek), with the first audit completed in September 2000.

The Technical Services Group continued to provide expert, accurate, and timely support, advice, and assistance to Library service units, management, and staff members. During fiscal 2000, those efforts included the following: processing 10,969 total actions, including more than 5,000 noncompetitive personnel actions as well as pay adjustments and the National Finance Center's automation actions; ensuring correct and timely payroll processing for more than 4,300 Library employees; and boxing, recording, and returning to the Na-

tional Archives Records Administration hundreds of Official Personnel Folders previously required by the Library to effect the *Cook* Settlement Agreement. Staff members coordinated and successfully completed the transfer of personnel services for the OIG and the Stennis Center to other federal agencies, and they developed a service agreement with the Office of Security to support its police hiring initiative. The group processed twenty-seven unemployment compensation claims and successfully challenged 5, reviewed 332 advance sick leave requests and approved 320 (the latter totaling 25,894.25 hours), and processed more than 6,000 hours of annual leave under the Voluntary Leave Transfer Program.

The Classification and Position Management Office reviewed and processed 686 classification actions in fiscal 2000, including 378 promotion plan actions, 93 new positions, 65 redescriptions, and 50 reclassifications. The staff completed three reorganization packages and tested the application of the draft classification standard for the Human Resources Management Group, GS-200, and the Legal and Kinder Group, GS-0900C. The office supported the Library Employee Automated Data System–National Finance Center (LEADS-NFC) interface effort; modified the Master Record Prefixes for interdisciplinary positions within CRS; developed a position classification supervisory guide; conducted various analyses and reports in response to management requests; and provided a full range of management advisory services.

The Equal Employment Opportunity Complaints Office (EEOCO) began the fiscal year with 151 cases. During fiscal 2000, 54 new cases were added to that figure, and 62 cases were resolved. At the close of the fiscal year, EEOCO had 143 cases pending, including 60 formal and 83 informal complaints.

The Dispute Resolution Center completed its tenth year of operation under the negotiated agreements with AFSCME Locals 2477 and 2910 and CREA and under the regulation (LCR 2020-7) for nonbargaining employees. Fifty-three cases were carried over from the previous year, with seventy-seven new cases logged in fiscal 2000. Seventy-seven cases were closed during the fiscal year, leaving a balance of fifty-three cases carried into fiscal 2001.

The Library implemented a mentoring pilot program in November 1999 with the selection of fifty-four mentors and fifty mentorees. The program begins to address the problem of an aging workforce with increasing numbers of staff members eligible for retirement. Mentoring provides a strategic way to preserve institutional knowledge and productivity and to keep training at a cost-effective level.

The Affirmative Action and Special Programs Office (AASPO) directs the Library's multifaceted efforts to increase the participation of minorities,



women, and persons with disabilities in all Library programs and activities. The office reviewed 297 competitive selections to ensure fairness for underrepresented groups. The office also administered 1,220 clerical tests and 1,618 typing tests during the year.

The fifth class of Affirmative Action interns reported to designated service units in January 2000 to begin a two-year professional development program. The seven members of the fourth intern class graduated to the professional and administrative ranks during an April 2000 ceremony.

Forty-four Library staff members received awards under the fiscal 2000 Affirmative Action Tuition Support Program. Each award carried a stipend of up to \$1,500 toward payment of tuition, books, and other fees directly related to the educational process. During the year, the Library selected twelve candidates to participate in the Affirmative Action Detail Program. The selected candidates, who received training, mentoring, and professional development plans, were given six-month to one-year details to professional or administrative positions.

In October 1999, AASPO implemented a selective placement program for qualified individuals with disabilities. The program allows selecting officials to hire (noncompetitively) qualified individuals with disabilities into any vacant position within the Library. Qualified applicants may be considered for full-

The Librarian of Congress and Program Manager Dorothy Coley (*center*) meet with Affirmative Action interns (*from left*) Nawal Kavar, La Tanya Hopkins, Linda Ford, Paul Dowe Jr., and Kenneth Campbell. (*Photo by Christina Tyler Wenks*)

time, part-time, or temporary appointments, as well as for internships and summer-hire programs. The Library hired nineteen applicants under this program in fiscal 2000.

The Library's Federal Women's Program continued to provide educational programs to highlight the contributions of women in the workplace and to heighten awareness of a wide variety of women's issues. Women make up 54 percent of the Library's staff. During the year, the Library's Federal Women's Program manager chaired the Library's Advisory Council on Women's Issues and the Federal Women's Program Interagency Council (representing more than forty federal agencies) and served as the sexual harassment prevention program manager.

The Library's long-standing work-study program for local high school students had fifty participants during fiscal 2000. The program continued to serve as an important recruitment tool for the Library's future career employees.

INTEGRATED SUPPORT SERVICES

During fiscal 2000, Integrated Support Services (ISS) contracted for \$210 million in goods and services; completed several major renovations; provided printing, graphics, postal, and freight services support to the Library staff; and ensured the health and safety of Library staff members through the work of Safety Services and the Health Services Office. ISS staff members on the Emergency Management Team created and coordinated Y2K contingency plans for the Library of Congress and provided support to the Legislative Y2K Continuity Team for the turn-of-the-century event.

Contracts and Logistics (C&L) Services focused on customer service and satisfaction in fiscal 2000. Customer surveys showed an approval rating of more than 95 percent in areas such as timeliness, quality of service, and responsiveness to customer needs. A milestone for C&L was a dramatic 90 percent reduction in procurement administration lead time for all types of acquisitions.

C&L completed more than 9,000 contractual actions, including 4,083 FEDLINK delivery orders during fiscal 2000. The Library awarded a custodial services contract of \$3.6 million under the Javits Wagner O'Day Act, which was established to provide employment opportunities for individuals who are blind or severely disabled.

The Library's participation in the Government Credit Card program reached an all-time high with approximately 5,500 orders totaling \$3.3 million. Under this program, authorized staff members may use credit cards to purchase relatively low-cost, immediately needed supplies.

To increase competition and expand the diversity in the Library's supplier base, C&L staff members established and implemented a rotating Bidders Mailing List. The list automatically rotates vendors listed in their areas of expertise each time a service or supply is procured. C&L established a Web site for the vendor community that includes information on what the Library buys, how it buys, and how to market to the Library; forms to use to get on the Library's Bidders Mailing List; information about current procurement opportunities; and bids and offers submitted.

To enhance requirements definition, evaluation of offers, and contract monitoring, the C&L staff implemented a training and certification program for Contracting Officer's Technical Representatives (COTRs) and trained more than 100 Library COTRs during fiscal 2000.

The Logistics Section of C&L accounted for and ensured proper use and disposal of more than 100,000 items of Library personal property. The Self-Service Supply Store in the Madison Building filled approximately 3,000 requisitions (more than \$1 million) for Library customers. This operation allows the Library to buy office supplies in bulk to take advantage of economies of scale and to avoid duplication. The help desk fielded more than 2,000 calls during the year to assist Library personnel in avoiding unnecessary spending, lost discounts, and high prices.

The ISS directorate continued to support the Library as an active participant in the school donation program under Executive Order 12999. During fiscal 2000, C&L shipped 1,509 computers valued at \$2 million to thirty schools throughout the United States. The logistics staff negotiated an interagency transfer agreement with the Department of Defense to obtain microfiche equipment worth more than \$218,000 for use in four Russian and Lithuania libraries.

Facility Services completed implementation of its reorganization with the appointment of a facility design and construction manager. The division completed the design phase and part of the implementation phase for the first year of the ergonomic furniture replacement program for the Madison Building. Involved were 350 staff members in approximately 80,000 square feet of office space. Facility Services also committed a sizable portion of its resources, along with contract design staff members, toward the completion of 75 percent of CRS's space realignment project, which involves 640 staff members in 185,000 square feet of office space.

The facilities staff worked on two major renovation and restoration projects in fiscal 2000: the Science, Technology, and Business Division (Adams Build-

ing: 30 staff members, 9,200 square feet) and the Loan Division (Jefferson Building: 40 staff members, 6,000 square feet).

The Public Programs Section of Facility Services supported 41 events sponsored by the Librarian's Office; 68 congressional events; and 1,534 other Library events including meetings, seminars, and conferences.

Office Systems Services continued to meet the printing, postal, and freight services and the records management needs of the Library staff by working strategically with its customers and by providing expeditious and professional service, support, and guidance. In fiscal 2000, the office assumed responsibility for the Administrative Copier program, which replaced all of the Library's analog copiers with digital machines and set the course for future Library-wide cost savings. With the addition of a new Docutech 6135 in the Printing Management Section, many print jobs are now totally electronic and routed from personal computers through Adobe™ PostScript or PDF (Portable Document Format) files directly to the Docutech. The section supported the printing needs of the Library's Bicentennial celebration, as well as providing the printing and graphics support for brochures, posters, major Library exhibitions, the NDL Annual Report, and the Madison Council newsletter. During the year, the Freight Services Unit and the Postal Services Unit were consolidated into one unit within the Mail and Distribution Management Section. A service window was instituted to allow customers to make pickups and drop-offs for mail going to either unit, as well as for accountable (registered or special delivery) mail. The Transportation Services Unit relocated from the Adams Building to the Madison Building, providing better communication within the office and easier accessibility to staff members. The Records Management Unit expanded its electronic forms pilot project to include more than 200 users throughout the Library. The unit added more forms to the database, and users can now access, fill out, and print more than 100 forms directly from their workstations. The unit updated the *Library of Congress Records Schedules* for temporary and permanent records and distributed it Library-wide in August 2000. Cost avoidance savings totaled \$31,029 and included 254 cubic feet of authorized records destruction. The Web site of the Records Management Section debuted on schedule; it includes the complete permanent and temporary records schedules, along with forms and records management information.

The Safety Services Office monitored the Library's lost-time injury rate. The Library finished the year with a lost-time injury rate of 1.4 injuries per 200,000 hours worked—thereby meeting the established standard. Safety Services provided ergonomic consultations to Library employees and assisted in the design

of workstations and the purchase of equipment in phase 1 of the James Madison workstation replacement project. The office also assisted Facility Services in the planning and renovation of office space for CRS and other Library customers. This renovation included improvements to the fire protection system and life-safety initiatives. Safety Office staff members participated with the Office of Compliance and the AOC in a comprehensive, top-to-bottom, fire systems and life-safety inspection of more than 3 million square feet of collection, exhibition, and office space in the Thomas Jefferson, John Adams, and James Madison buildings. The staff provided fire and life-safety reviews, as well as safety management services to the Library of Congress for completion of the Module One, Collections Storage Facility, at Fort Meade. The staff also completed plan reviews and provided advice on the design and use of the Culpeper motion picture facility.

The Health Services Office (HSO) provided acute and emergency treatment to approximately 12,000 staff members and visitors in fiscal 2000, including seventy-six emergencies, which were nearly all life threatening. The allergy clinic provided 1,285 on-site immunotherapies at a net cost avoidance of \$180,000 in lost work time. HSO administered more than 1,800 flu inoculations and 2,600 blood pressure monitorings. Through HSO participation in the American Red Cross bloodmobiles, 658 pints of blood were donated by staff members.

During the year, HSO geared its programs to accommodate the demographics of the staff, the majority of whom are older than fifty years of age. The annual wellness fair was expanded to three days to provide special programs on aging, fitness, and family issues such as providing care to aging parents and spouses. In response to the president's request that federal agencies become more active in offering programs about AIDS to employees, HSO focused on AIDS awareness and education programs. Toward that end, HSO provided a health forum on AIDS in Sub-Saharan Africa and participated in displaying the Library's AIDS memorial quilt in observance of World AIDS Day. Other health forums centered on rheumatoid arthritis, sarcoidosis, asthma, mammograms and breast cancer, glaucoma, vision and hearing screening, headaches, healing touch, homeopathic medicine, and grief management. HSO organized the first Library of Congress team to participate in the annual Race for a Cure for Breast Cancer. The office's semiannual blood screening included the CA-125 test for ovarian cancer.

**LIBRARY OF CONGRESS INTERNAL
UNIVERSITY**

The Library of Congress Internal University (LCIU) completed its third year of providing training and education programs plus services to Library management and staff members. During the year, LCIU greatly expanded its efforts not only to provide the right training to the right people at the right time, but also to take innovative approaches to support the Library's strategic objectives and initiatives. During fiscal 2000, LCIU delegated authority for completion and approval of training request forms (SF-182) to service and support units.

In fiscal 2000, LCIU offered 399 classes and conducted many special programs. New courses introduced this year included *Ethics* (developed by the Office of the General Counsel) and *Preventing Violence in the Workplace* (developed by a committee under the direction of the Library's Employee Assistance Program). Twenty-five Library staff members completed the train-the-trainer session needed to conduct the violence prevention course for all staff members.

Installation of seventeen computer workstations was completed in the Independent Learning Center (ILC) of the Library's John Adams Building. ILC is equipped with state-of-the-art computer equipment to allow participants to learn at their own pace and convenience, without the high cost of instructor-led training. LCIU staff members visited various federal government learning and transition centers to ascertain best practices. Computer classroom workstations were upgraded in the other LCIU classrooms.

To reinforce facilitative leadership skills, LCIU began fully funding courses in those skill sets (the three-day course for managers and the one-day course for staff members). LCIU partnered with Interaction Associates to develop a special facilitative leadership course titled "Teams in Action." This course prepares teams for self-management, team-based performance evaluations, team goal setting, and a specific action plan development. LCIU also investigated leadership education and training programs that will build on and strengthen the application of facilitative leadership principles at the Library, as well as support the Library's leadership principles. LCIU completed comprehensive analysis of the facilitative leadership course with the Library's leadership principles to determine shortfalls. The results will be used to plan training to encompass the leadership principles.

During fiscal 2000, LCIU made significant progress in introducing and fully funding online programs for the Library staff. Toward this end, LCIU introduced online computer training with a pilot program that began early in the fiscal year, contracted with Ziff-Davis to conduct three pilot courses (420 par-

ticipants throughout the Library) for end-user computer training, and worked with the Training and Development Advisory Board and the unions to develop policies and procedures for online training. Another pilot initiative of LCIU was Individual Development Planning. LCIU also began subsidizing 40 percent of the cost for Microsoft computer application training (e.g., Word, PowerPoint, Access, Microsoft Project). Subsidizing the computer classes has not only increased the number of participants but also resulted in zero class cancellations because of low participation. LCIU sponsored 171 computer classes, of which 79 were offered through a partnership with ITS.

The Internal University negotiated with the vendor for ten site licenses and funded contractor-provided training in Web-based survey capabilities. The first Library-wide test of the software was the successful survey that supported sales of the Library's Bicentennial coins.

During the year, LCIU also served as a resource and broker for Library managers and staff members in arranging for and supporting training that is responsive to specialized training needs. For example, LCIU brokered specialized computer software training for Library Services and other service units such as courses in Dreamweaver and Excel that saved service units more than \$200 per participant.

Continuing to orchestrate a quarterly "Leadership Lecture Series," the office provided a forum for all managers and supervisors to learn about current trends in effective leadership practices and techniques from top corporate managers, government leaders, and leadership scholars.

A special summer program offered a significant number of current training programs, as well as many new programs in areas such as how to deal with difficult people and time management. LCIU developed and implemented an effective mentoring pilot for the Library staff, which paired forty-two mentors with mentorees.

The Library's Internal University continued its long-standing relationship with the Catholic University of America's School of Library and Information Science through four graduate-level courses.

To keep Library management and staff members informed, LCIU developed and maintained an Intranet home page, used various forums such as Town Hall meetings to provide staff briefings on training, and published a listing of LCIU-sponsored courses in the *Gazette*. A Joint Advisory Committee on Professional Development and Training was instituted monthly with union-management in an effort to provide advice and counsel on employee development issues.

